

Title:	<b>Performance Evaluation Policy</b>	
Purpose:	To establish a policy for conducting employee performance evaluations for employees of the City and County of Honolulu.	
Issued by:	Labor Relations and Training	Date: February 15, 2005
References:	Hawaii Revised Statutes §76-41; CS Circular 2-02 (10-4-02)	

## **I. POLICY**

The performance of each employee of the City and County of Honolulu shall be evaluated at least once annually. The purpose of the evaluation is to assess the services of the employee during the rating period to ensure the employee meets the performance requirements of their position. Performance evaluation reports shall be considered in personnel actions taken by an appointing authority, as applicable.

## **II. PERFORMANCE EVALUATION PERIODS**

- A. Each appointing authority shall evaluate the services of employees in the department at least once annually and provide a copy of the performance evaluation report to the employee. However, the appointing authority is not precluded from evaluating an employee's performance as often as deemed necessary in order to meet the objective of improving an employee's overall performance.
- B. For probationary employees, evaluations shall be conducted and prepared:
  - 1. At the end of the employee's first three (3) months of service; and at the end of the employee's six (6) month probationary period, which may also include any extensions that cover the entire probationary period, for employees with six month probationary periods; and
  - 2. At the end of every three (3) months of service; and at the end of the employee's probationary period, which may include any extensions that cover the entire probationary period, for employees with probationary periods longer than six months.

## **III. SUBSTANDARD PERFORMANCE**

The employee's work performance is deemed substandard when the employee is unable to satisfactorily meet the performance requirements of their position.

Whenever an employee's performance is determined to be substandard, the employee's supervisor shall counsel the employee and the employee shall be notified in writing of the manner in which the performance is substandard and the improvement needed to achieve a satisfactory rating. Whenever a substandard performance evaluation report is issued to an employee, a copy of the report shall be sent to the Director of Human Resources.

## **IV. GUIDELINES**

The guidelines for conducting the employee performance evaluation are attached. The evaluation of employee performance is an ongoing and daily responsibility of the supervisor in order to assist the employee in reaching maximum work performance throughout the reporting period.

Title:	<b>Guidelines for Employee Performance Evaluations</b>	
Purpose:	To provide guidelines for preparing employee performance evaluations.	
Issued by:	Labor Relations and Training	Date: February 15, 2005
Authority:	Hawaii Revised Statutes §76-41; CS Circular 2-02 (10-4-02)	

## **I. BACKGROUND**

Act 253, SLH 2000, amended section 76-41, Hawaii Revised Statutes (HRS) relates to performance appraisal systems and the failure to meet performance requirements. Notably, the law specifies seven conditions that need to be followed if an employee is released or discharged from the employee's position due to the employee's failure to meet performance requirements. These conditions are:

- A. The evaluation process and its consequences were discussed with the employee;
- B. The employee was made aware of the employee's current job description and job-related performance requirements;
- C. The evaluation procedures were observed, including providing the employee the opportunity to meet, discuss, and rebut the performance evaluation and apprising the employee of the consequences of failure to meet performance requirements;
- D. The evaluation was fair and objective;
- E. The employee was provided performance feedback during the evaluation period and, as appropriate, the employee was offered in-service remedial training in order for the employee to improve and meet performance requirements;
- F. The evaluation was applied without discrimination; and
- G. Prior to the end of the evaluation period that the employee is being considered for discharge due to failure to meet performance requirements, the feasibility of transferring or demoting the employee to another position for which the employee qualifies was considered.

The law further provides that any civil service employee who fails to meet performance requirements shall have the right to grieve under:

- A. A collective bargaining grievance procedure that culminates in a final and binding decision by a performance judge; or
- B. The departmental complaint procedure that culminates in a final and binding decision by the Civil Service Commission.

These guidelines are intended to provide departments guidance in meeting the requirements under HRS §76-41.

## **II. PURPOSE**

In accordance with HRS §76-41, the purpose of the Employee Performance Evaluation Program shall be to evaluate the performance of an employee during the rating period and to help the employee improve performance. The performance evaluation shall be the basis for evaluating whether an employee meets the performance requirements, which includes any qualification required for the position such as a license, as required under the HRS §76-27.

## **III. PERFORMANCE EVALUATION PERIODS**

- A. The appointing authority shall evaluate an employee's performance at least once annually. However, the appointing authority is not precluded from evaluating an employee's performance as often as the appointing authority deems necessary to ensure the employee meets the performance requirements for their respective position.
- B. The supervisor shall use the following Performance Evaluation Report\* forms depending on the type of employee performance evaluation being conducted:
  - 1. Form HR-44, Annual Performance Evaluation Report. The supervisor shall use this form to evaluate the work performance for a regular civil service employee, an employee serving a limited-term appointment, or to place the employee on a special evaluation period for substandard work performance. (Attachment A)
  - 2. Form HR-45, Probationary Performance Evaluation Report. The supervisor shall use this form to evaluate the work performance for a new employee during their probationary period, or to extend the employee's probationary period as appropriate. (Attachment B)

\*Performance Evaluation Report(s) developed by individual departments (i.e., HPD) and approved by the Director of Human Resources may be utilized in lieu of Forms HR-44 and HR-45.

Both Performance Evaluation Report Forms have been converted into an electronic document that can be accessed via the City's Intranet at <http://cityfyi.hnl>, under the Forms header.

Departments will be given a 2-month advance notice listing of employees whose performance evaluation reports are due. The Department of Human Resources (DHR) will provide departments with labels to affix unto blank evaluation forms.

## **IV. DEPARTMENT/SUPERVISOR RESPONSIBILITIES DURING THE PERFORMANCE EVALUATION PROCESS**

### **A. Review Position Description**

- 1. At the start of the employee performance evaluation process, the supervisor shall review the current position description for the employee's position. The supervisor shall ensure the position description accurately describes the current duties and responsibilities assigned to the position.

2. If the department needs to update the position description, the supervisor shall prepare the appropriate documentation before the beginning of the employee's evaluation period. The supervisor should refer to the guidelines for the proper preparation of position descriptions in the Personnel Manual (Policies and Procedures) at IV-2 for guidance.

## **B. Evaluate Performance**

### **1. Beginning of the Evaluation Period**

At the beginning of the evaluation period, the supervisor shall meet with the employee to:

a) Explain the Employee Performance Evaluation process

- i) Review and discuss the duties and responsibilities listed in the current position description.

The supervisor shall review and discuss with the employee the duties and responsibilities listed on the position description to ascertain that the employee fully understands the requirements of the position.

- ii) Review and discuss job-related performance factors noted on the Performance Evaluation Report that will be used to evaluate the employee's performance during the rating period.

The supervisor shall explain to the employee how the duties and responsibilities stated in the position description relate to the job-related factors identified on the Performance Evaluation Report that the supervisor will use to evaluate the work performance of the employee during the applicable evaluation period.

- iii) Review and discuss the use of the Employee Performance Evaluation Worksheet. (Attachment C).

The supervisor should briefly review and discuss with the employee the supervisor's use of the Employee Performance Evaluation Worksheet, which the supervisor shall use to document the employee's superior and/or substandard work performance during the evaluation period.

- iv) Explain the consequences of substandard work performance.

b) Sign and date the Employee Performance Evaluation Worksheet

At the conclusion of the initial meeting, both the supervisor and the employee are to sign and date the appropriate section of the Employee Performance Evaluation Worksheet. (Note: If the employee elects not to sign the Worksheet, the supervisor shall make the appropriate notation in the employee's signature box). If the employee disagrees with what was discussed at the initial meeting, the employee may submit additional comments, which shall be attached to the Worksheet.

- c) The supervisor shall meet individually with each employee or hold one (1)

or more meetings with selected employees if the number of subordinate employees is large.

2. During the Evaluation Period

- a) During the evaluation period, the supervisor shall evaluate the employee's work performance in a fair, objective and non-discriminatory manner.
- b) The supervisor shall observe the employee's work performance, noting any superior and/or substandard work performance on the Employee Performance Evaluation Worksheet.
- c) The supervisor shall meet with the employee, in a timely manner, to review and discuss the notation(s) on the Worksheet and have the employee initial the appropriate section at the conclusion of each meeting. (Note: If the employee elects not to sign the Worksheet, the supervisor shall make the appropriate notation in the employee's signature box.) If the employee disagrees with the supervisor's notation(s), the employee may submit additional comments, which shall be attached to the Worksheet.
- d) If the employee is performing at a substandard level, the supervisor shall make the appropriate notation(s) on the Worksheet and discuss with the employee the specific area(s) of substandard performance; provide suggestions to the employee on how to improve his/her performance; and offer assistance to help the employee improve. This may include counseling, assigning a more senior employee to work with the employee for a period of time, arranging for one-on-one instruction or other training as appropriate. The supervisor shall provide the employee with a reasonable amount of time in order for the employee to meet the established performance expectations of the position.

3. Conclusion of the Evaluation Period

- a) At the conclusion of the evaluation period, the Worksheet will assist the supervisor in determining the overall rating for the employee's work performance for the period. The Worksheet and any related documentation is to be attached to the employee's personnel file. In determining when to rate an employee as "substandard" overall for the rating period, the supervisor must consider whether the rated factor constituted a primary or essential function of the job and whether the employee's substandard performance impacted operations.

An example of an overall substandard rating might be where an employee failed to perform required tasks and/or performed assigned tasks in an unacceptable manner resulting in tasks not being completed on a timely basis and/or the tasks having to be done over again.

- b) At the time the performance evaluation is discussed with the employee, if the employee disagrees with the Performance Evaluation Report completed by the supervisor, the employee may attach comments that will become a permanent part of the report.

- c) The employee performance evaluation is an on-going responsibility for the supervisor. At the end of the rating period, it is important for the employee and the supervisor to review and discuss the employee's performance during the previous evaluation period and the expectations for the next rating period.

**V. GUIDELINES FOR EVALUATING EMPLOYEES PERFORMING AT A SUBSTANDARD LEVEL**

- A. Whenever the supervisor deems an employee's work performance to be substandard, the Department shall give the employee written notification of such substandard performance. The Department shall place the employee on a special three (3) month performance evaluation and prepare a Performance Evaluation Report (On the Form HR-44 the box entitled "Other" should be checked off; and on the Form HR-45 the boxes entitled "Other: \_\_ months, Continue probationary status, and Extend probationary period for \_\_ months" should be checked off.)
- B. The Department may elect to use the form letter (Attachment D) provided as part of the written notification to the employee. The Department shall provide written notification to the employee that clearly identifies the area(s) of substandard performance, list suggestions provided by the supervisor, list area of improvement, and offer recommendation(s) for improvement. The Department may elect to use the form letter (Attachment D) provided as part of the written notification to the employee. The date that the employee is notified shall be considered as the date of written notification and the start date of the substandard performance period. After the report is prepared and signed by the employee, immediate supervisor and the Department Head and/or designated representative (Note: If the employee elects not to sign the performance evaluation report, the supervisor shall make the appropriate notation in the employee's signature box) the Department shall submit a copy to the DHR.
- C. The supervisor shall inform the employee of the consequences of performing at a substandard level, which includes, but is not limited to: feasibility of transferring or demoting employees to another position for which the employees qualifies, extension of the probationary period; demotion; loss of creditable service for step movement purposes or within range progression increases; and/or discharge from City service due to failure to meet performance requirements, which includes any qualification required for the employee's position, such as a license.
- D. Upon issuance of the notification of substandard performance, the employee's supervisor shall be responsible for continued monitoring of employee performance. Follow-up reviews shall be conducted at least once a month and noted on the Employee Performance Evaluation Worksheet. The supervisor shall re-evaluate the employee's work performance by completing a three (3) month special Performance Evaluation Report.
- E. If the employee's performance has been brought up to a satisfactory level, the Department shall inform and provide written notification to the employee of the satisfactory work performance as noted on the Performance Evaluation Report. The Department shall submit one (1) copy of the report to the DHR. The employee shall be credited with satisfactory service for the period since the issuance of the notification of substandard performance.

- F. However, if the supervisor continues to rate the employee's performance as substandard at the end of the three (3) month special rating period, the Department shall inform and provide written notification to the employee of continued substandard work performance as noted on the Performance Evaluation Report and place the employee on another three (3) month special performance evaluation period. The Department shall submit a copy of the report to the DHR.
- G. HRS §76-41 provides that the Department may release an employee from the employee's position or discharge an employee from service if the employee fails to meet the performance requirements of the employee's position. However, prior to the employee being considered for discharge due to failure to meet performance requirements, the Department must consider the feasibility of transferring or demoting the employee to another position for which the employee qualifies.

**VI. RIGHTS OF AN EMPLOYEE DETERMINED TO BE PERFORMING AT A SUBSTANDARD LEVEL**

- A. Any civil service employee who fails to meet performance requirements shall have the right to grieve if it resulted in the employee's release from the position or discharge from City service either under (1) a collective bargaining grievance procedure that culminates in a final and binding decision by a performance judge, or (2) the departmental complaint procedure that culminates in a final and binding decision by the Civil Service Commission.
- B. The Performance Judge or the Civil Service Commission shall use the criteria outlined in the HRS §76-41 as tests in reaching a decision on whether the employer's action, based on a failure by the employee to meet performance requirements, was with or without merit.

**VII. FORMS AND DOCUMENTS GENERATED AS A RESULT OF SUBSTANDARD PERFORMANCE DURING A RATING PERIOD**

All forms and documents generated as a result of substandard performance during a rating period shall be maintained in the employee's official personnel file. The department may, however, maintain more than one personnel file, but one of these files shall be designated at all times as the official personnel file and shall include any derogatory material (if any) pertaining to the employee. Any derogatory material not relevant to the employee's employment shall be subject to removal in accordance with the terms of the applicable collective bargaining agreement or executive order.



## Attachment A

HR-44 (06/06)

<b>City and County of Honolulu</b>  <b>Annual Performance Evaluation Report</b>	Department		Division
	Name of Employee		
	Position No	Position Title	
	Rating Period: From: To:		

ANNUAL ☐ OTHER ☐

☐ I have reviewed the Position Description (PD) on file and certify that the PD accurately reflects the duties and responsibilities of the position. Checked By:

Use the following rating factors to determine overall performance. Mark each factor SAT (satisfactory), SUBSTD (substandard) or NA (not applicable). Use only those factors that apply. Note some factors may not apply to specific positions.

Factor	Rating	Comments
Quality of work	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Quantity of work	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Reliability and Initiative	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Safety and use of equipment	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Relationship with others	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Job knowledge	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	

The following factors apply to supervisors only. Note some factors may not apply to specific positions.

Communication	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Problem solving and decision making	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Creativity and innovation	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Supervision	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Appraising subordinates	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
Planning, organizing and setting priorities	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	
	SAT <input type="checkbox"/> SUBSTD <input type="checkbox"/> NA <input type="checkbox"/>	

### EMPLOYEE'S OVERALL EVALUATION

☐ Satisfactory ☐ SUBSTANDARD

This evaluation has been reviewed and discussed with the employee. If the employee disagrees with this evaluation, the employee may attach comments that will become a part of the evaluation.

Employee's signature	Date
Supervisor's signature	Date
Appointing Authority's signature	Date

Distribution: Original to personnel file  
Copy to employee  
Copy to Department of Human Resources (for substandard evaluation only)



<b>Definition of rating factors</b> <b>Note: These definitions are guidelines only. They are not all-inclusive.</b>	
Quality of work	Completes assigned work in accordance with supervisor's expectations. Work is accurate, neat and complete.
Quantity of work	Produces acceptable amount of work in accordance with varying job situations. Completes work on schedule.
Reliability and Initiative	Accepts responsibility. Is flexible and adjusts to varying job situations, and/or initiates work independently, as required by the job.
Safety and use of equipment	Demonstrates knowledge and good application of safety practices, rules and procedures of the profession. Uses and operates equipment in a safe manner. Maintains tools, equipment and other apparatus, including office related equipment, in a safe and acceptable manner.
Relationship with others	Works well with supervisor, team members, and others on assignments. Accepts suggestions for improvement. Is cordial when serving the public. Readily assists other workers when required.
Job knowledge	Demonstrates knowledge of theoretical, practical and routine aspects of the job in accordance with work expectations. Works with minimal direction. Applies the correct instructions, guidelines, policies, procedures and rules to assigned work. Remains up-to-date on current trends in the profession.
Communication	Demonstrates effective oral and written communication as required for the job. Is able to clearly communicate ideas to others by oral communication, letters, forms and other written communication tools.
Problem solving and decision making	Identifies and clearly defines problems as they occur. Accumulates and analyzes relevant information. Uses discretion and judgment to select workable solutions to problems. Presents alternatives when making recommendations. Asks and respects decisions of others.
Creativity and innovation	Offers ideas, concepts, techniques and creative solutions to improve the work product and environment. Seeks new approaches to simplify and improve procedures, techniques and processes.
Supervision	Effectively monitors work unit progress. Provides adequate direction, training and coaching to staff. Takes or recommends appropriate corrective and disciplinary action when required. Provides needed help and/or training for employees with performance problems. Encourages career growth for staff. Provides equal opportunity/treatment in all aspects of supervision.
Appraising subordinates	Follows performance appraisal policies, guidelines and procedures. Communicates performance expectations at the beginning of the rating period. Oversees and monitors employee performance and rates employees in an objective manner.
Planning, organizing and setting priorities	Prioritizes assignments satisfactorily to minimize crisis situations. Shows foresight to prevent potential problems and works in contingencies when making short and long range plans. Proposes and reviews benchmarks to monitor work progress and makes work plan adjustments as needed

## Attachment B

HR-45 (06/06)

<b>City and County of Honolulu</b>  <b>Probationary Performance Evaluation Report</b>	Department		Division
	Name of Employee		
	Position No	Position Title	
	Rating Period: From: _____ To: _____		

Three month <input type="checkbox"/>	Six month <input type="checkbox"/>	Other: _____ months <input type="checkbox"/>	FINAL <input type="checkbox"/>
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☐ I have reviewed the Position Description (PD) on file and certify that the PD accurately reflects the duties and responsibilities of the position. Checked By: \_\_\_\_\_

**Use the following rating factors to determine overall performance. Mark each factor SAT (satisfactory), SUBSTD (substandard) or NA (not applicable). Use only those factors that apply. Note some factors may not apply to specific positions.**

Factor	Rating			Comments
Quality of work	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Quantity of work	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Reliability and Initiative	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Safety and use of equipment	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Relationship with others	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Job knowledge	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	

**The following factors apply to supervisors only. Note some factors may not apply to specific positions.**

Communication	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Problem solving and decision making	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Creativity and innovation	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Supervision	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Appraising subordinates	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
Planning, organizing and setting priorities	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	
	SAT <input type="checkbox"/>	SUBSTD <input type="checkbox"/>	NA <input type="checkbox"/>	

EMPLOYEE'S OVERALL EVALUATION	
<input type="checkbox"/> Satisfactory	<input type="checkbox"/> SUBSTANDARD
<input type="checkbox"/> Recommend Permanent Civil Service Status	<input type="checkbox"/> Recommend Termination of Appointment
	<input type="checkbox"/> Continue Probationary Status <input type="checkbox"/> Extend Probationary Period Up To _____ Months

**This evaluation has been reviewed and discussed with the employee. If the employee disagrees with this evaluation, the employee may attach comments that will become a part of the evaluation.**

Employee's signature	Date
Supervisor's signature	Date
Appointing Authority's signature	Date

Distribution: Original to personnel file  
Copy to employee  
Copy to Department of Human Resources (for substandard evaluation only)

<b>Definition of rating factors</b> <b>Note: These definitions are guidelines only. They are not all-inclusive.</b>	
Quality of work	Completes assigned work in accordance with supervisor's expectations. Work is accurate, neat and complete.
Quantity of work	Produces acceptable amount of work in accordance with varying job situations. Completes work on schedule.
Reliability and Initiative	Accepts responsibility. Is flexible and adjusts to varying job situations, and/or initiates work independently, as required by the job.
Safety and use of equipment	Demonstrates knowledge and good application of safety practices, rules and procedures of the profession. Uses and operates equipment in a safe manner. Maintains tools, equipment and other apparatus, including office related equipment, in a safe and acceptable manner.
Relationship with others	Works well with supervisor, team members, and others on assignments. Accepts suggestions for improvement. Is cordial when serving the public. Readily assists other workers when required.
Job knowledge	Demonstrates knowledge of theoretical, practical and routine aspects of the job in accordance with work expectations. Works with minimal direction. Applies the correct instructions, guidelines, policies, procedures and rules to assigned work. Remains up-to-date on current trends in the profession.
Communication	Demonstrates effective oral and written communication as required for the job. Is able to clearly communicate ideas to others by oral communication, letters, forms and other written communication tools.
Problem solving and decision making	Identifies and clearly defines problems as they occur. Accumulates and analyzes relevant information. Uses discretion and judgment to select workable solutions to problems. Presents alternatives when making recommendations. Asks and respects decisions of others.
Creativity and innovation	Offers ideas, concepts, techniques and creative solutions to improve the work product and environment. Seeks new approaches to simplify and improve procedures, techniques and processes.
Supervision	Effectively monitors work unit progress. Provides adequate direction, training and coaching to staff. Takes or recommends appropriate corrective and disciplinary action when required. Provides needed help and/or training for employees with performance problems. Encourages career growth for staff. Provides equal opportunity/treatment in all aspects of supervision.
Appraising subordinates	Follows performance appraisal policies, guidelines and procedures. Communicates performance expectations at the beginning of the rating period. Oversees and monitors employee performance and rates employees in an objective manner.
Planning, organizing and setting priorities	Prioritizes assignments satisfactorily to minimize crisis situations. Shows foresight to prevent potential problems and works in contingencies when making short and long range plans. Proposes and reviews benchmarks to monitor work progress and makes work plan adjustments as needed

**Attachment C**

**City and County of Honolulu  
 Employee Performance Evaluation Worksheet**

Employee's Name		Rating Period	From:	To:
Division		Work Site		
Position Title		Position Number		
Date of initial meeting with employee to review position description, job related performance Factors, the performance evaluation process and the consequences of a substandard evaluation.				
Employee's Signature		Supervisor's Signature		

**Summary of Discussions Regarding Employee's Work Performance**

Discussion Date	Notes regarding discussion of employee's work performance. Attach documentation where necessary.	Employee's initials

## **Instructions for Employee Performance Evaluation Worksheet**

The Employee Performance Evaluation Worksheet shall be used by the supervisor to document the initial meeting with each employee where the position description, job related performance factors, performance evaluation process and the consequences of a substandard evaluation are discussed. The supervisor shall observe and keep a record of each employee's performance throughout the rating period in order to document superior and/or substandard performance. The Worksheet shall be used to record the supervisor's observations and discussions with the employee throughout the rating period concerning the employee's performance. Appropriate documentation shall be attached, as necessary.

## **Supervisor's Responsibilities**

### **Prior to the annual review period.**

- The supervisor shall review and update the employee's position description before conducting the initial meeting.

### **At the beginning of the rating period.**

The supervisor shall

- meet with the employee,
- explain the employee performance appraisal process,
- review the duties and responsibilities listed in the current position description,
- inform the employee what constitutes satisfactory/substandard work performance,
- discuss job-related performance factors that will be used to evaluate the employee during the rating period,
- inform the employee of the consequences of substandard performance, and
- at the conclusion of the initial meeting, sign the Worksheet, along with the employee, in the spaces provided to acknowledge the initial meeting.

### **During the rating period.**

- The supervisor shall observe the employee's work performance, noting any superior and/or substandard work performance on the Worksheet.
- The supervisor must meet with the employee to review and discuss the notations on the Worksheet and have the employee initial the appropriate section at the conclusion of each meeting.
- If the employee is performing at a substandard level, the supervisor shall provide suggestions on how to improve performance and offer assistance to help the employee improve. This could include counseling, assigning a more senior employee to work with the employee for a period of time, arranging for one-on-one instruction or other training as appropriate.
- The supervisor shall provide the employee with a reasonable amount of time in order for the employee to meet the established performance expectations of the position.

### **At the conclusion of the rating period.**

- The supervisor shall use the Worksheet in determining the overall evaluation for the employee's work performance for the period. The Worksheet and any related documentation may be attached to the employee's performance evaluation report and filed in the employee's personnel file.

## **Attachment D**

### **Notice of Substandard Performance Evaluation**

Employee Name \_\_\_\_\_  
Department \_\_\_\_\_

Dear (Employee Name):

This is to inform you that we are placing you on a special three (3) month performance evaluation for the period \_\_\_\_\_ to \_\_\_\_\_ due to the substandard performance rating you received on the Performance Evaluation Report attached.

According to the notations made on the Employee Performance Evaluation Worksheet for the period \_\_\_\_\_ to \_\_\_\_\_, your supervisor has identified and discussed the following area(s) where your work performance was evaluated as substandard:

#### **(List Areas of Substandard Performance)**

Additionally, during this period, your supervisor provided the following recommendations to assist you in bringing your work performance up to a satisfactory level:

#### **(List Suggestions Provided by the Supervisor)**

While on the special three (3) month performance period and to achieve an overall satisfactory rating, we will expect your work performance to improve in the following areas:

#### **(List Areas of Improvement)**

To help you meet the performance expectations of your position, we offer the following recommendations:

#### **(Provide Recommendations)**

Your supervisor will meet with you on a (weekly, bi-weekly, or monthly) basis to discuss your progress towards achieving a satisfactory rating or to provide you with additional training or counseling as appropriate. Additionally, you may seek the assistance from your supervisor as well.

I hope that your work performance will improve to a satisfactory level. However, if you are unable to satisfactorily meet the performance expectations of your position, this may result in removal or discharge from your position.

Sincerely,

Department Head

Cc: Supervisor  
Department of Human Resources